

## Redundancy – Selection Process

One of the most contentious aspects of redundancy is the selection of employees.

Having a robust and agreed (via consultation) selection process may not prevent employees from being disgruntled and unhappy but will make it easier to objectively justify selection decisions if challenged.

This fact sheet will look at the two most common selection processes and provide guidance on both.

### Interview Selection

Perhaps the easiest to justify to affected employees as it is perceived as being, open and fair.

To conduct a fair interview selection process the following is recommended:

- At least two interviewers are present, one of whom should be the manager making the ultimate decision (the other may be from HR or a fellow manager)
- Interviews should be conducted against the criteria for the job being selected into, not the job(s) the candidates are leaving
- A standard set of questions should be devised and all candidates interviewed against them, linked to the competencies for the role (this does not preclude asking different questions that may arise from answers given but ensures that all candidates are measured against the same criteria)
- Use a standardised marking system for each question and weight as necessary
- Review the responses against the job description and identified competencies – do not compare the candidates against each other
- When complete the two interviewers should score candidates individually and then discuss their scores to come to an agreement. If it is not possible to come to an agreement on any particular point the disparity should be noted with the selecting manager having the final decision
- Another manager not connected with the redundancy selection process should review all of the scoring for consistency and fairness

### Desk-Based Selection

Where it is not possible to conduct an interview process, for example a number of departments are being merged (so no single decision-maker) or where employees are geographically spread out, then a desk-based selection process may be considered.

The first step is to construct a selection matrix with associated scoring key and weighting– click [here](#) for an example.

Typically, selection is conducted against a number of criteria such as:

- Skills and competence
- Standard of work performance
- Adaptability to changing business needs
- Disciplinary record
- Attendance record

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Length of service is also used from time to time but it is essential that care is taken to ensure that age and sex discrimination does not take place as a result).

However, there are a number of criteria that are automatically unfair:

- trade union membership, non-membership or activity
- legal industrial action lasting up to 12 weeks, or longer
- certain employee representative reasons
- actions taken on specified health and safety grounds
- reasons associated with pregnancy, maternity, paternity, adoption and parental leave
- reasons relating to regulations on part-time workers

In coming to a decision the scoring manager should consider:

- Appraisal scores – are they relevant for the role being reviewed against?
- Has the employee been in a role long enough to make an objective assessment?
- Are all attendance records up to date? Generally speaking this criterion should not be used as a tie-breaker
- For disciplinary scoring, documented evidence must be available to support any negative scoring
- Where an employee is on or has been on maternity leave, and this will affect the scoring the manager should seek advice on how to proceed

As with the interview process another manager not connected with the redundancy selection process should review all of the scoring for consistency and fairness.

If it is found that the selection matrix produces inconclusive results, for example 3 employees are scored very closely together or have the same score, then an interview process can be conducted for those employees.

### Useful Links

[www.cipd.co.uk](http://www.cipd.co.uk)

[www.acas.org.uk](http://www.acas.org.uk)

<http://www.direct.gov.uk/en/Employment/RedundancyAndLeavingYourJob/index.htm>

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